

Off. of Thrift Supervision

Performance Report for FY2001

Actual Performance Figures are in **bold**, Final Targets are in plain text, and Proposed Targets and Projected Actuals are *italicized*.
Targets which were not met are shown in red.

Mission: The mission of the OTS is: To effectively and efficiently supervise thrift institutions to maintain their safety and soundness in a manner that encourages a competitive industry to meet America's housing, community credit and financial service needs and to provide access to financial services for all Americans.

Budget Activity: Goal 1. Maintain a safe and sound industry that meets its responsibilities.

Performance Goal:

Conduct at least 95% of safety and soundness exams; 95% of compliance exams; 90% of holding company exams; 90% of trust and information systems examinations of all thrift institutions scheduled to receive such examinations.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
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View Definition and Validation Percentage of thrifts that received safety and soundness examinations of those scheduled	97.9%	98.3%	95%	100%
				View Explanation

View Definition and Validation Percentage of thrifts that received compliance examinations of those scheduled	99.3%	98.6%	95%	100%
				View Explanation

View Definition and Validation Percentage of thrifts that received holding examinations of those scheduled	87.8%	91.1%	90%	95%
				View Explanation

View Definition and Validation Percentage of thrifts that received information systems examinations of those scheduled		102%	90%	100%
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View Definition and Validation				
Percentage of thrifts that received trust examinations of those scheduled	82.8%	91.3%	90%	100%

Performance Goal:
 Ensure that 100% of OTS-regulated Thrift Institutions Operate in a Safe and Sound Manner or that OTS has Taken Appropriate Supervisory or Enforcement Action.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
View Definition and Validation				
Percentage of thrift institutions that, within sixty days of having received an unsatisfactory safety and soundness rating, are either subject to a formal or informal enforcement action or as to which such action has been waived	86.7%	100%	100%	100%

Performance Goal:

Ensure that at Least 99% of OTS Examination Reports Reviewed Comply with OTS Examination Policies and Procedures.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
View Definition and Validation Percentage of examination reports reviewed that are deemed generally consistent with OTS examination policies and procedures	100%	100% View Explanation	99%	99%

Performance Goal:

Ensure that at least 95% of OTS-Regulated thrift institutions rate the value of the examination process as "satisfactory" or above.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
View Definition and Validation Percentage of thrift survey responses that rate the examination process as being "satisfactory" or "better than satisfactory"	98.4%	99%	95%	98.8%

Performance Goal:

Ensure that 100% of OTS-Regulated thrift institutions comply with consumer protection, fair lending, community reinvestment, bank secrecy and other public policy laws and regulations or that OTS has taken appropriate supervisory or enforcement action.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
View Definition and Validation				
Percentage of thrift institutions that, within sixty days of having received an unsatisfactory compliance rating, are either subject to a formal or informal enforcement action or as to which such action has been waived	100%	100%	100%	100%

Performance Goal:

Ensure that 100% of OTS-regulated thrift institutions are at least "adequately capitalized" or are under a Prompt Corrective Action Directive or are recapitalized to the "adequately capitalized" level or operating within an approved Capital Plan within 150 days of becoming undercapitalized.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
View Definition and Validation				
Percentage of OTS-regulated thrift institutions that are either at least adequately capitalized, operating under an approved Capital Plan or Prompt Corrective Action (PCA) Directive, have been undercapitalized for less than 150 days, or have received prior approval by the Deputy Director for exceeding the 150-day timeframe for issuance of a PCA Directive	99.9%	100%	100%	100%

Budget Activity: Goal 2. Actively support the thrift industry's efforts to expand the full range of housing.

Performance Goal:
Provide educational and technical assistance to industry representatives, the OTS examination staff and other relevant parties on community development issues, needs and opportunities; key players and programs; and investment authority or regulatory barriers.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
View Definition and Validation Percentage of thrifts with less than satisfactory CRA ratings assigned to which OTS offers or provides one-on-one community development related outreach and technical assistance to within 60 days of completion of the examination	100%	100%	100%	100%
View Definition and Validation Percentage of identified community development-related regulatory barriers addressed (either investment authority or CRA)	73%	57% View Explanation	65%	50% View Explanation

Performance Goal:
Promote and help facilitate partnerships between financial institutions, community organizations and others as a means of improving the availability of and access to credit and financial services.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
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View Definition and Validation
 Number of new partnerships formed, activities/ programs commenced or investments made as a result of training, or partnership building activities

26

28

26

27

View Definition and Validation
 The events participated in or presentations given by senior management on community development related topics.

25

23

25

25

View
Explanation

View Definition and Validation
 Percentage of planned outreach, training, or partnership building events OTS sponsored or participated in

100%

90%

104%

View Definition and Validation
 Percentage of targeted new areas or groups reached

96.5%

90%

131%

View
Explanation

View Definition and Validation

Percentage of thrift participants to those targeted

45%	50%	71%
View		
Explanation		

Budget Activity: Goal 3. Utilize the talents, .. of the agency to keep regulatory operations at a minimum level

Performance Goal:
Reduce Regulatory Burden Whenever Possible, Consistent with Effective Supervision.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
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[View Definition and Validation](#)
 Meet the application processing timeframes except when an application contains an issue of law or policy

98.3%	98.1%	98%	99.6%
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[View Definition and Validation](#)
 Percentage of planned regulatory reinvention projects completed in question and answer plain language format

100%	100%	85%	100%
	View Explanation		

Performance Goal:
 Develop and maintain an OTS workforce capable of providing assistance to thrift institutions in meeting the thrifts regulatory responsibilities. Ensure that at least 60% of the regulatory staff receive at Least 30 hours of training annually.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
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[View Definition and Validation](#)
 Percentage of regulatory staff who will receive at least 30 hours of training designed to keep them current in regulatory issues and industry developments

69%	60%	28%
		View Explanation

Budget Activity: Goal 4. Provide exceptional service to all major groups with which we interact.

Performance Goal:

Develop, distribute and monitor adherence to service plans for major agency functions.

<u>Performance Measure(s):</u>	CY1999 Actual	CY2000 Actual	FY2001 Plan	FY2001 Actual
View Definition and Validation Number of service plans that met their standards divided by the total number of service plans	80%	100%	100%	50% View Explanation

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Performance Measure

Percentage of thrifts that received safety and soundness examinations of those scheduled

Definition and Validation

Definition: OTS performs safety and soundness examinations of its regulated institutions based on the OTS Examination Policy consistent with the requirements in the Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA) as amended by the Riegle Community Development and Regulatory Improvement Act of 1994. Compliance (including Community Reinvestment Act), trust, holding company, and information systems examinations, are conducted pursuant to internally generated examination frequency requirements. When an institution is examined, OTS staff enters into the Examination Data System (EDS) the examination type, examination beginning and completion dates, report of examination mail date, and CAMELS or equivalent ratings.

OTS staff with access to the TIM System can access the EDS examination information at any time. Performance Tracking Reports are generated monthly and reviewed by OTS's Deputy Director and all five Regional Directors. Any examination or institution that falls outside of the specified guidelines for the examination time frame or duration is identified. When necessary, management will determine why standards are not being met and will initiate steps to improve performance. The quantitative value for this measure will be calculated separately for each examination type by dividing the number of examinations that were conducted by the number of examinations that were scheduled to be conducted.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Percentage of thrifts that received compliance examinations of those scheduled

Definition and Validation

Definition: OTS performs safety and soundness examinations of its regulated institutions based on the OTS Examination Policy consistent with the requirements in the Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA) as amended by the Riegle Community Development and Regulatory Improvement Act of 1994. Compliance (including Community Reinvestment Act), trust, holding company, and information systems examinations, are conducted pursuant to internally generated examination frequency requirements. When an institution is examined, OTS staff enters into the Examination Data System (EDS) the examination type, examination beginning and completion dates, report of examination mail date, and CAMELS or equivalent ratings.

OTS staff with access to the TIM System can access the EDS examination information at any time. Performance Tracking Reports are generated monthly and reviewed by OTS's Deputy Director and all five Regional Directors. Any examination or institution that falls outside of the specified guidelines for the examination time frame or duration is identified. When necessary, management will determine why standards are not being met and will initiate steps to improve performance. The quantitative value for this measure will be calculated separately for each examination type by dividing the number of examinations that were conducted by the number of examinations that were scheduled to be conducted.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrifts that received holding examinations of those scheduled

Definition and Validation

Definition: OTS performs safety and soundness examinations of its regulated institutions based on the OTS Examination Policy consistent with the requirements in the Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA) as amended by the Riegle Community Development and Regulatory Improvement Act of 1994. Compliance (including Community Reinvestment Act), trust, holding company, and information systems examinations, are conducted pursuant to internally generated examination frequency requirements. When an institution is examined, OTS staff enters into the Examination Data System (EDS) the examination type, examination beginning and completion dates, report of examination

mail date, and CAMELS or equivalent ratings.

OTS staff with access to the TIM System can access the EDS examination information at any time. Performance Tracking Reports are generated monthly and reviewed by OTS's Deputy Director and all five Regional Directors. Any examination or institution that falls outside of the specified guidelines for the examination time frame or duration is identified. When necessary, management will determine why standards are not being met and will initiate steps to improve performance. The quantitative value for this measure will be calculated separately for each examination type by dividing the number of examinations that were conducted by the number of examinations that were scheduled to be conducted.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrifts that received information systems examinations of those scheduled

Definition and Validation

Definition: OTS performs safety and soundness examinations of its regulated institutions based on the OTS Examination Policy consistent with the requirements in the Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA) as amended by the Riegle Community Development and Regulatory Improvement Act of 1994. Compliance (including Community Reinvestment Act), trust, holding company, and information systems examinations, are conducted pursuant to internally generated examination frequency requirements. When an institution is examined, OTS staff enters into the Examination Data System (EDS) the examination type, examination beginning and completion dates, report of examination mail date, and CAMELS or equivalent ratings.

OTS staff with access to the TIM System can access the EDS examination information at any time. Performance Tracking Reports are generated monthly and reviewed by OTS's Deputy Director and all five Regional Directors. Any examination or institution that falls outside of the specified guidelines for the examination time frame or duration is identified. When necessary, management will determine why standards are not being met and will initiate steps to improve performance. The quantitative value for this measure will be calculated separately for each examination type by dividing the number of examinations that were conducted by the number of examinations that were scheduled to be conducted.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrifts that received trust examinations of those scheduled

Definition and Validation

Definition: OTS performs safety and soundness examinations of its regulated institutions based on the OTS Examination Policy consistent with the requirements in the Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA) as amended by the Riegle Community Development and Regulatory Improvement Act of 1994. Compliance (including Community Reinvestment Act), trust, holding company, and information systems examinations, are conducted pursuant to internally generated examination frequency requirements. When an institution is examined, OTS staff enters into the Examination Data System (EDS) the examination type, examination beginning and completion dates, report of examination mail date, and CAMELS or equivalent ratings.

OTS staff with access to the TIM System can access the EDS examination information at any time. Performance Tracking Reports are generated monthly and reviewed by OTS's Deputy Director and all five Regional Directors. Any examination or institution that falls outside of the specified guidelines for the examination time frame or duration is identified. When necessary, management will determine why standards are not being met and will initiate steps to improve performance. The quantitative value for this measure will be calculated separately for each examination type by dividing the number of examinations that were conducted by the number of examinations that were scheduled to be conducted.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrift institutions that, within sixty days of having received an unsatisfactory safety and soundness rating, are either subject to a formal or informal enforcement action or as to which such action has been waived

Definition and Validation

Definition: OTS employs its enforcement powers to advance the agency's supervisory mission of maintaining a safe and sound thrift industry. Most new enforcement cases focus on correcting unsafe and unsound practices in thrifts before they result in the institution becoming undercapitalized.

OTS's CAMELS system is the same as the CAMELS rating system used by the other financial regulators (FDIC, OCC, NCUA, and Fed) for describing the condition of banks and credit unions. CAMELS is an acronym for Capital Adequacy, Asset Quality, Management, Earnings and Liquidity/Risk Management, and Sensitivity. OTS uses five CAMELS classifications: Those with CAMELS ratings of 1 or 2 are the healthiest thrifts; those with ratings of 3 are experiencing some difficulty, but their overall strength makes failure unlikely; and those with ratings of 4 or 5 are problem thrifts presenting the highest degree of concern. The number of problem thrifts and their combined assets are currently at post-FIRREA lows. Not only are there few problem thrifts, but their financial condition is much stronger than that of problem thrifts during the early 1990's.

OTS will measure this standard using a management report prepared monthly with information taken from the Regulatory Action Data System (RADS) which tracks institutions that are rated 4 or 5 and indicates whether these 4 or 5 rated institutions have received an enforcement action or decision for enforcement action within 60 days of the examination report.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Percentage of examination reports reviewed that are deemed generally consistent with OTS examination policies and procedures

Definition and Validation

Definition: OTS believes that examination reports should effectively communicate safety and soundness concerns to boards of directors, and that our supervisory efforts should be responsive to thrift management's concerns. The Quality Assurance Program (QA) solicits input from thrift managers on examination issues and the QA reviews a statistical sample of examination reports for clarity and consistency with national examination policies. Reviews are conducted on Safety and Soundness, Compliance/CRA, Trust, and Information Systems examination reports. National examination policies are contained in the examination handbooks (Thrift Activities, Compliance Activities, Trust Activities, and the interagency Electronic Data Processing (EDP) Examination Handbook). Examination handbooks are updated continuously to reflect new statutes, policies, and new activities being undertaken by the thrift industry.

OTS will measure this standard through the review of examination reports by the regional QA managers, all of whom are seasoned examiners. The performance measure will be calculated by dividing the number of examination reports found to be consistent with national policy by the total number of examination reports reviewed.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrift survey responses that rate the examination process as being "satisfactory" or "better than satisfactory"

Definition and Validation

Definition: The service plan for the examination process was published in September 1994. Since then, when an institution receives a Safety and Soundness, Compliance, Community Reinvestment Act, or Information Systems examination, it also receives a survey form, the purpose of which is to assess OTS's performance against the service plan. The current survey

form contains 11 questions. Each question measures one aspect of the performance of the examination team during the examination. Each of the 11 questions is answered either "yes" (signifying "satisfactory" or "better than satisfactory" performance), or "no" (signifying "less than satisfactory performance"). In addition, five of the questions allow qualitative responses ("very satisfied," "somewhat satisfied," "somewhat dissatisfied," and "very dissatisfied").

The results from the service surveys are entered into a database. The regional service coordinator, who enters the results into the database, also enters an assessment as to whether the survey received an overall positive or negative response, based on the answers to each of the 11 questions, plus any narrative comments in the survey. The performance measure will be calculated by dividing the number of surveys that received a positive response by the number of surveys received during the period. The time frame for calculating this measure is November 1 through October 31; OTS changed the time frame for calculating this measure due to a suggestion made by Treasury's Office of Inspector General. The survey response rate is about 60 percent.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrift institutions that, within sixty days of having received an unsatisfactory compliance rating, are either subject to a formal or informal enforcement action or as to which such action has been waived

Definition and Validation

Definition: Each institution receives a compliance rating from 1 to 5 following its compliance examination, and the ratings are entered into the Examination Data System (EDS). The Regulatory Action Data System (RAD) contains supervisory and enforcement action data.

OTS will measure this standard using a Thrift Information Management (TIM) report with information taken from EDS and RAD, which tracks institutions with compliance ratings of "4" or "5" and whether these institutions have received an enforcement action or decision for enforcement action within 60 days of the examination report.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Percentage of OTS-regulated thrift institutions that are either at least adequately capitalized, operating under an approved Capital Plan or Prompt Corrective Action (PCA) Directive, have been undercapitalized for less than 150 days, or have received prior approval by the Deputy Director for exceeding the 150-day timeframe for issuance of a PCA Directive

Definition and Validation

Definition: OTS has adopted a measure that addresses both of the objectives of PCA: 1) to recapitalize undercapitalized thrifts at the least cost to the deposit insurance fund; and 2) to do it "promptly." The OTS policy is to formally act on capital plans through the issuance of a PCA directive. The measurement adopted allows 150 days from the thrift becoming "undercapitalized," to issue the PCA Directive.

OTS will measure its performance against this standard through the PCA Monitoring Reports prepared quarterly by the regional operations division of Supervision located in Washington using a report prepared by Research and Analysis, "List of Institutions by PCA Category." The PCA monitoring reports contain aggregate data on the number of thrifts in the three PCA undercapitalized categories, an analysis of each PCA undercapitalized institution, the cause of the problem, and the strategy to recapitalize, including the appropriate time frames. The PCA Monitoring Reports also contain information on institutions that are just above the PCA adequately capitalized levels.

The measure will be calculated by adding a) the total number of institutions that are at least adequately capitalized, b) the institutions that are under a PCA directive or have been recapitalized to the "adequately capitalized" level and c) the

institutions that are operating within an approved Capital Plan within 150 days of becoming undercapitalized, and then dividing that number by the total number of OTS-regulated institutions.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrifts with less than satisfactory CRA ratings assigned to which OTS offers or provides one-on-one community development related outreach and technical assistance to within 60 days of completion of the examination

Definition and Validation

Definition: Since part of OTS's long term strategic goal is to support the industry's efforts to meet its CRA obligations, OTS will offer technical assistance to each institution that receives a "Needs to Improve" or lower CRA rating this year. We will always offer our assistance and then actively work with those who want our assistance. The assistance will be offered by either the Community Affairs program staff or the Compliance Examination staff.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of identified community development-related regulatory barriers addressed (either investment authority or CRA)

Definition and Validation

Definition: These regulatory barriers would include barriers pertaining to both investment authority and CRA. Interpretations of, changes to, and guidance about the subject regulations would be an acceptable means for addressing the regulatory barriers. With respect to CRA, such guidance is generally done on an interagency basis, which frequently requires extensive consultations.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Number of new partnerships formed, activities/ programs commenced or investments made as a result of training, or partnership building activities

Definition and Validation

Definition: Each OTS regional office will follow up periodically with thrifts and others with whom it has worked directly (through outreach, training, partnership building and one-on-one assistance) to determine whether an investment was made, partnership was formed or activity commenced as a result of the office's work. OTS will report on those investments, partnerships or activities that it becomes aware of.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

The events participated in or presentations given by senior management on community development related topics.

Definition and Validation

Definition: Each regional office and Washington will track and report on the number of speeches and presentations given by senior management that include significant discussion of community development related topics.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Percentage of planned outreach, training, or partnership building events OTS sponsored or participated in

Definition and Validation

Definition: Each year the Community Affairs staff establishes a program agenda and individual work plans for Washington and the regional offices that set forth goals for the year and are approved by senior management. Each activity is targeted to some portion of the OTS-regulated thrift industry, since the purpose of the Community Affairs program is to further OTS's long term goal of supporting the thrift industry's efforts to meet their CRA obligations, and to provide safe and sound loans, investments and financial services for low and moderate income individuals, communities, and other areas of greatest need.

Verification and Validation: OTS will measure how much was accomplished relative to what was planned in the areas of outreach, training, and education. OTS will also measure the extent to which we were able to reach the targeted portions of the thrift industry through these efforts.

Data Accuracy: Reasonable Accuracy: data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of targeted new areas or groups reached

Definition and Validation

Definition: Each year the Community Affairs staff establishes a program agenda and individual work plans for Washington and the regional offices that set forth goals for the year and are approved by senior management. Each activity is targeted to some portion of the OTS-regulated thrift industry, since the purpose of the Community Affairs program is to further OTS's long term goal of supporting the thrift industry's efforts to meet their CRA obligations, and to provide safe and sound loans, investments and financial services for low and moderate income individuals, communities, and other areas of greatest need.

Verification and Validation: OTS will measure how much was accomplished relative to what was planned in the areas of outreach, training and education. OTS will also measure the extent to which we were able to reach the targeted portions of the thrift industry through these efforts (number of institutions participating compared to those targeted.)

Data Accuracy: Reasonable Accuracy: data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Percentage of thrift participants to those targeted

Definition and Validation

Definition: Each year the Community Affairs staff establishes a program agenda and individual work plans for Washington and the regional offices that set forth goals for the year and are approved by senior management. Each activity is targeted to some portion of the OTS-regulated thrift industry, since the purpose of the Community Affairs program is to further OTS's long term goal of supporting the thrift industry's efforts to meet their CRA obligations, and to provide safe and sound loans, investments and financial services for low and moderate income individuals, communities, and other areas of greatest need.

Verification and Validation: OTS will measure how much was accomplished relative to what was planned in the areas of outreach, training and education. OTS will also measure the extent to which we were able to reach the targeted portions of the thrift industry through these efforts (number of institutions participating compared to those targeted.)

Data Accuracy: Reasonable Accuracy: data for this measure meets the accurate and auditable standards set forth

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Performance Measure

Meet the application processing timeframes except when an application contains an issue of law or policy

Definition and Validation

Definition: OTS regulations require thrift institutions to file an application before engaging in certain activities. Most applications are reviewed and acted upon at OTS's five Regional Offices. Certain complex transactions and those containing

issues of policy or law are reviewed and acted upon in Washington. The mission of the applications program is to ensure that applications are processed within established timeframes and that application decisions are consistent with current OTS regulations and policies. All applications, unless eligible for expedited treatment, should be processed to a decision within 60 days from the date they are deemed complete, unless they raise issues of law or policy. Expedited applications should be processed to a decision within 30 days from the date they are deemed complete.

The performance measure will be calculated by dividing the number of applications that were processed within the established timeframes by the total number of applications received.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Percentage of planned regulatory reinvention projects completed in question and answer plain language format

Definition and Validation

Definition: One of OTS's continuing initiatives is to reduce the regulatory burden on thrifts and to rewrite our regulations in plain language question and answer format. This format makes our regulations easier to understand and enables savings institutions to find the information they need more quickly.

The quantitative value for this performance measure will be obtained by dividing the number of regulatory projects completed in plain language question and answer format by the number of OTS regulatory projects planned to be completed in that format.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Percentage of regulatory staff who will receive at least 30 hours of training designed to keep them current in regulatory issues and industry developments

Definition and Validation

Definition: OTS will calculate this measurement by dividing the number of regulatory staff who received at least 30 hours of training by the total number of regulatory staff. OTS will retrieve the raw data from the training data base of the Office of Professional Development (OPD).

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Performance Measure

Number of service plans that met their standards divided by the total number of service plans

Definition and Validation

Definition: OTS believes its primary stakeholders are the thrift institutions it charters, examines and supervises and the customers these institutions serve. OTS published a service plan in 1994 for the examination process. The standards for the examination process can be grouped by pre-examination process, examination fieldwork, and post-examination process. OTS measures the standards set forth in this plan by conducting formal surveys and participating in town meetings and focus groups throughout the nation.

Service plans for Congressional Correspondence, Interpretive Opinions, Applications Processing, Public Information and Consumer Assistance have also been published. Other service plans will be created as needed. Every office with a published service plan reports to the OTS Ombudsman on a quarterly basis regarding whether it is meeting its stated service

standards. The OTS Ombudsman analyzes the information and presents a detailed report to the agency's senior managers.

The quantitative value for this performance measure will be obtained by dividing the number of service plans that met their stated goals 80 percent of the time by the total number of service plans. The OTS goal is that all of OTS's service plans will meet their specified goals at least 80 percent of the time; if all customer service plans reach the 80% goal, a 100% success rate will be reported for this measure.

Data Accuracy: Reasonable accuracy; data for this measure meets the accurate and auditable standards set forth under the above section entitled "Performance Data Quality for all Performance Measures."

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Explanation:FY2000

Performance Measure:

Percentage of examination reports reviewed that are deemed generally consistent with OTS examination policies and procedures

Examination reports were not reviewed during the first quarter as OTS's Examination Outreach Program was abolished and the responsibility for reviewing examination reports was transferred to the Quality Assurance Program. Examination reports selected for review during 2000 will be completed during the calendar year.

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Explanation:FY2000

Performance Measure:

Percentage of identified community development-related regulatory barriers addressed (either investment authority or CRA)

Three of the seven barriers that were not successfully resolved by year end 2000 were matters beyond OTS's immediate control. 1) OTS is working with an interagency group on a CRA regulation review project. The project should conclude in 2001. 2) A question regarding whether debt obligations issued by community development non-profit organizations are "corporate debt securities" was referred to the FDIC for an interpretive opinion. 3) A question regarding whether a low income housing tax credit limited partnership is a thrift affiliate is awaiting feedback from the OCC. OTS will continue to seek a resolution of these issues. OTS has determined that the original target of 85% for this measure is unrealistic given the fact that many of the barriers identified are not within OTS's sole control. OTS has, therefore, lowered the target to 65% for 2001.

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Explanation:FY2000

Performance Measure:

The events participated in or presentations given by senior management on community development related topics.

Senior management, other than OTS's Director, did not participate in as many community affairs events or community development related speaking engagements as anticipated. The Community Affairs staff will continue to provide opportunities for OTS senior managers to participate during 2001.

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Explanation:FY2000

Performance Measure:

Percentage of thrift participants to those targeted

OTS had a 45% success rate for this measure as not as many thrifts attended the events scheduled as were targeted. In some instances the number of thrifts targeted was very aggressive. OTS's West Region co-hosted a CRA Conference and targeted approximately 148 thrifts (a very aggressive attendance record for any given event.) Only 67 thrifts actually attended this event (a good turnout). The OTS regions that targeted a very aggressive number of thrifts skewed the results for the rest of the OTS Regions.

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Explanation:FY2000

Performance Measure:

Percentage of planned regulatory reinvention projects completed in question and answer plain language format

During the first quarter of 2000, no rules were issued that met the criteria for being completed in question and answer plain language format.

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Explanation:FY2001

Performance Measure:

Percentage of thrifts that received safety and soundness examinations of those scheduled

The first quarter percentage success rate (89%) is normal first quarter variance due to the shortness of the measurement period. It is anticipated that all of the examinations will meet the target by year end.

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Explanation:FY2001

Performance Measure:

Percentage of thrifts that received compliance examinations of those scheduled

The first quarter percentage success rate (93%) is normal first quarter variance due to the shortness of the measurement period. It is anticipated that all of the examinations will meet the target by year end.

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Explanation:FY2001

Performance Measure:

Percentage of thrifts that received holding examinations of those scheduled

The first quarter percentage success rate (70%) is normal first quarter variance due to the shortness of the measurement period. It is anticipated that all of the examinations will meet the target by year end.

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Explanation:FY2001 **Performance Measure:** Percentage of identified community development-related regulatory barriers addressed (either investment authority or CRA)

At the end of the 2001 fiscal year, three regulatory barriers are pending. Two issues have been referred to other regulatory agencies; and one issue is being addressed on an interagency basis. This measure has been deleted from OTS's 2002 Performance Plan on the grounds that OTS does not have sufficient control to address regulatory barriers.

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Explanation:FY2001 **Performance Measure:** Percentage of targeted new areas or groups reached

Due to the hiring of an additional staff person in the national office during 2001, the Community Affairs Program outreach efforts were substantially increased. As a result, a significant number of new areas and new groups were reached during this period.

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Explanation:FY2001 **Performance Measure:** Percentage of regulatory staff who will receive at least 30 hours of training designed to keep them current in regulatory issues and industry developments

Two events had a detrimental effect on successfully completing this performance measure. 1) The events of September 11, 2001 caused the cancellation of many training classes that would have required air travel by the participants. 2) OTS's conversion to fiscal year for budget and GPRA purposes resulted in the 2001 performance measures being calculated over a 9 month rather than a 12 month period. The three month shortfall was not envisioned at the beginning of 2001 when the target was set.

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Explanation:FY2001 **Performance Measure:** Number of service plans that met their standards divided by the total number of service plans

Four customer service plans are included; Examination Process, Interpretive Opinions, Congressional Correspondence and Consumer Assistance. The first two met at least 80% of their standards. The standards in the Congressional Correspondence service plan were met 75% of the time; the standards in the Consumer Compliance customer service plan were met 55% of the time. OTS projects that the standards in the Congressional Correspondence Plan will be met during 2002 as the calculation period will be 12 months (rather than 9 months as it is for 2001).

OTS's Office of Compliance Policy strives to resolve consumer complaints within 30 days or notify the consumer within 30 days that more time will be needed to resolve their complaint. During 2001 Compliance Policy successfully resolved 55% of all consumer complaints within 30 days and the average complaint was resolved in 33 days. As Compliance Policy was not able to reliably confirm the "either/or" aspect of this performance measure, the overall percentage success rate is being reported as 55%. During 2002, with the full implementation of OTS's new Consumer Complaint System and subsequent system updates, OTS's tracking abilities will improve. Compliance Policy will review the new data and program resources during 2002 in order to determine whether the complaint handling procedures and standards should be modified.